

## **6     *MAKING THE VISION HAPPEN***

### **6-1    HARBOR ADMINISTRATION**

Specific authority and responsibility for harbor economic development and Gloucester Harbor Plan/DPA Master Plan implementation should be assigned to the Community Development Department.

The Community Development Department is part of the executive branch of City government and has overall responsibility for coordinating the physical growth and economic development of the City, as well as the development of municipal facilities. Gloucester Harbor is and always has been an important part of the City's economic base. The complexities, conditions and issues affecting use, development and redevelopment of the waterfront and Harbor require the capabilities and resources of the Community Development Department. For this to succeed, the Community Development Department must develop or secure capabilities specific to the working waterfront: an understanding of the requirements and operational characteristics of port and waterfront industries, particularly commercial fishing; knowledge of the public and private programs and incentives supporting the industrial waterfront; and knowledge of the multiple regulatory authorities with jurisdiction over the waterfront and waters of the Harbor.

The Community Development Department's efforts in the Harbor will be guided by the Gloucester Harbor Plan/DPA Master Plan. A Port and Harbor Committee, appointed by the Mayor, should be created to serve in an advisory capacity to the Community Development Department and monitor and promote implementation of the Harbor Plan/DPA Master Plan. Membership on the Port and Harbor Committee should include representatives from the various waterfront businesses and industry and property owners.

Responsibilities of the Community Development Department with respect to Gloucester Harbor will be to:

- € Encourage and coordinate investment in and revitalization of the waterfront infrastructure and businesses contributing to the economic vitality of Gloucester.
- € Work with other City boards, commissions, and authorities to coordinate the activities related to Gloucester Harbor and adjacent shorefront.
- € Be responsible for review and recommendations on Chapter 91 license applications.
- € Prepare proposals seeking financial support from state and federal sources in support of port development.
- € Serve as a source, repository and clearinghouse for information on the Harbor and Port including: condition of the navigable waterways and port-related infrastructure, investment opportunities, and permitting.
- € Serve as liaison with state and federal agencies on Harbor programs, and regulatory and funding activities.
- € Draft policies and regulations to guide the use and development of Gloucester Harbor and its public waterfront facilities.
- € Assist harborfront property owners with regulatory matters, potential funding sources, and business partnerships.
- € Foster and support partnerships between private property owners and government to improve and expand appropriate port uses and activities.

- € Work with the commercial fishermen's associations and fishing-related businesses to help ensure this industry continue to be a vital part of the Port of Gloucester.

## **6-2 GLOUCESTER PORT MAINTENANCE AND IMPROVEMENT FUND**

The DPA Master Plan recommends that the Gloucester City Council establish a Port Maintenance and Improvement Fund. The purpose of the fund is to receive money from Chapter 91 mitigation, grants, gifts, and other sources to be used for dredging or improving waterfront infrastructure critical to the Gloucester DPA and for other purposes consistent with the Gloucester Harbor Plan/DPA Master Plan. Expenditures are to be made in accordance with a priorities plan adopted and revised from time to time by the Port and Harbor Committee.

Chapter 91 mitigation funds may be generated through the means described in Section 5.3. The Massachusetts Department of Environmental Protection (DEP) will be responsible for determining the contribution as a condition of Chapter 91 licensing in accordance with the methodology developed by this Plan and will require payment as a condition of licensing. The City will be responsible for collecting the money and administering the Port Maintenance and Improvement Fund.

In those instances where a contribution to the fund will be made as a condition of Chapter 91 licensing, this plan recommends that the licensee be given the option of making a lump sum contribution to the fund or making annual payments amortized over the standard license term for a water-dependent or nonwater-dependent use project. Upon recommendation of the Port and Harbor Committee, an alternative payment schedule involving partial deferments may be authorized.

## **6-3 DURATION OF THE HARBOR PLAN/DPA MASTER PLAN**

The City of Gloucester proposes to submit the Gloucester Harbor Plan/DPA Master Plan for renewal to the Secretary of Environmental Affairs five years from the date this Plan is approved.

It is noted, however, that in recognition of the variety of factors that affect the economic outlook of the commercial fishing industry (the Harbor's primary marine industrial activity) which in turn impacts the viability of many businesses on the Harbor, there may be a need, possibly even in the short-term, to seek amendments or revision of certain provisions of this Plan, including the regulatory boundaries at both the state and municipal levels.